

**GUIDELINES FOR CONSIDERATION OF PROMOTION IN RANK**

The purpose of these guidelines is to establish the calendar for review of applications for promotion and the procedures whereby decisions on promotion for faculty are made in accordance with [Columbia State Policy 05:12:00](#) and [TBR Policy 5:02:02:30](#). The guidelines further describe the roles of the various participants in the process, the materials concerning each candidate used during the review process, and the criteria by which each request will be evaluated.

Faculty academic ranks at Columbia State are instructor, assistant professor, associate professor, and professor. The College does not practice automatic internal awarding of academic rank or promotion. The faculty member must (a) meet the qualifications described in above referenced policies, (b) apply following the procedures outlined below, (c) be recommended by the president, the chancellor, the Tennessee Board of Regents (TBR) Committee on Personnel, and (d) be approved by the full Board of Regents.

**I. Calendar for Review of Applications for Promotion**

The following timetable will be followed unless amended by the vice president for academic affairs.

<b>Deadline</b>	<b>Action To Be Taken</b>
First Tuesday in September	Memo from vice president for academic affairs or designee to all faculty to initiate the review process for the academic year.
Third Tuesday in September	Faculty member sends completed Intent to Apply for Promotion/Tenure (Form A) and supporting documentation to the vice president for academic affairs or designee.
Second Tuesday in October	(1) Letter of eligibility for promotion/tenure sent to faculty by the vice president for academic affairs or designee with Form B (Performance Evaluation for Promotion Criteria), which will be used by all participants in the evaluation of faculty for promotion/tenure. (2) Divisional Promotion and Tenure Committees are selected.
First Working Tuesday in January	Eligible faculty members present four copies of their portfolio to their division dean who forwards three copies to the division committee.
Last Friday in January	Division Promotion and Tenure Committees submit Form C (Recommendation for Promotion) to the appropriate division dean.
First Friday in February	The division deans will send one copy of each portfolio and Form C (Recommendation for Promotion) to the vice president for academic affairs.
Third Tuesday in February	The vice president for academic affairs sends all recommendations and portfolios to the president.
Third Tuesday in March	The president notifies each eligible faculty member in writing of tenure and/or promotion recommendation status.
Third Wednesday through the fourth Wednesday in March	Faculty may appeal the tenure or promotion recommendation in writing to the president.
April	The president submits his or her recommendations for tenure and promotion to the chancellor of the TBR for review, approval and submission to the TBR.
June	TBR reviews promotion/tenure recommendations and approves or disapproves recommendations.
First week in August	The president notifies all faculty who were recommended for promotion/tenure and other appropriate personnel the resulting action of the TBR.

## **II. Procedures for the Application and Review Process for Faculty Promotion**

- A. The faculty member must request consideration for promotion by filing an Intent to Apply for Promotion/Tenure (Form A) and the appropriate documentation of eligibility with the vice president for academic affairs or designee.
- B. After receipt of the request and supporting documentation, the vice president for academic affairs or designee will determine the faculty member's eligibility to apply for promotion and inform the faculty member as to his or her status. Eligibility for promotion does not guarantee promotion in rank, but does ensure that the candidate will be considered for promotion through the procedures described in this document.
- C. After being declared eligible by the vice president for academic affairs or designee, the faculty member must develop a portfolio to support his or her application for promotion following the content elements contained in Section III. below. Four copies of the portfolio must be submitted to the division dean. The division dean will retain one copy to review and distribute the other three to the members of the division promotion and tenure committee. If the division dean applies for promotion/tenure, the copies of the portfolio are submitted to the vice president for academic affairs or designee.
- D. The vice president for academic affairs or designee will coordinate selection of faculty members for each division promotion and tenure committee. Each committee will be composed of three tenured faculty members, a chairperson from the division appointed by the vice president for academic affairs or designee in consultation with the division dean, one member from the division elected by the division, and one member appointed by the president of the faculty senate from another division. Faculty members applying for tenure or promotion will not be eligible to serve on any of the division committees.
- E. Committee members will review each portfolio submitted and evaluate the level of performance using the Performance Evaluation for Promotion Criteria (Form B). The committee will vote on the decision to recommend for or against promotion for each faculty member considered. This peer committee will have qualified privilege of academic confidentiality against disclosure of individual promotion votes, unless there is evidence that casts doubts upon the integrity of the peer committee. After arriving at a recommendation, the committee will complete Section I of Recommendation for Promotion (Form C) for each candidate and will forward it to the division dean.
- F. The division dean, based on his or her review of the promotion and tenure committee's recommendation and the portfolios, will recommend for or against promotion by completing Section II on Recommendation for Promotion (Form C) and submitting the forms and all accompanying materials to the vice president for academic affairs.

- G. The vice president for academic affairs will review the applications and accompanying recommendations and may confer with the promotion and tenure committee and/or division dean concerning the rationale for their recommendations. The vice president for academic affairs will then forward all accompanying materials along with his or her recommendations to the president.
- H. After consideration of the recommendations from the promotion and tenure committee, the division dean, and the vice president for academic affairs, the president will approve or deny the requests. If approved, the president will make the recommendations for promotion to the chancellor of the TBR. The chancellor of the TBR will present the recommendations to the TBR Committee on Personnel, which will then present its recommendations to the full Board of Regents. In the event that the Board of Regents awards promotion, the president shall furnish to the faculty member written confirmation of the award.

### **III. Promotion Portfolio**

- A. Portfolio Requirement** – A faculty member applying for promotion must submit a portfolio documenting a history of productivity since the last promotion and providing evidence of performance at a level commensurate with the rank requested. If the faculty member has not received a promotion at Columbia State, achievements since the date of employment must be included in the portfolio.
- B. Faculty Evaluation Process as a Source of Materials for the Portfolio** – The Faculty evaluation process at Columbia State provides faculty with an annual evaluation of their effectiveness as faculty members and the extent to which they are perceived to be meeting the expectations of the Institution. Documentation provided to support the self-evaluation conducted as part of the faculty evaluation since the last promotion should be retained and included in the appropriate sections of the portfolio. Student and division dean evaluations conducted as part of the annual faculty evaluation process during the three years immediately preceding the application for promotion must also be included in the portfolio for review during the promotion review process. Effectiveness of corrective actions taken to improve on identified weaknesses must also be included.

### **IV. Portfolio Preparation**

The portfolio must document effectiveness in teaching, service/outreach, and scholarship/creative activities/research, and collegiality/commitment to college goals. The portfolio must be organized into the sections indicated below so as to facilitate the evaluation of performance relative to the criteria used in assessing the merit of the candidate's request for consideration for promotion. Each of these categories must be addressed in the portfolio. If an area is not applicable or has no action taken it should be labeled as "Not Applicable" or "No Action Taken". Items that must be included in the portfolio are underlined. Other items are suggested as ways to provide evidence of accomplishment in the categories and are optional. To support accomplishment in these categories, the faculty member may elect to provide additional evidence that is not listed below. The portfolio cannot exceed fifteen pages. The faculty member must place copies of course materials on reserve in the division office during the timeframe of the portfolio review. Other materials may also be included to

support the application. All materials must be itemized in an appendix to the portfolio. The promotion applicant may submit the portfolio in paper or electronic form, but it must follow the organization outlined herein.

## **A. Teaching**

1. **Teaching Effectiveness** – Applies to any manner in which information is imparted so that others may learn, and may include a variety of techniques including instruction, development of course materials and courseware, and development of innovative approaches to teaching.
  - a. Student Evaluation of Teaching Performance – Summary of the student course evaluation results for the past three years with a description of strengths and weaknesses and what has been done specifically to improve the weaknesses, as well as the effectiveness of the actions. Copies of student evaluation summary sheets must be included for review in the supporting materials.
  - b. Matrix of courses taught at Columbia State by location and mode of delivery.
  - c. Documentation of development and application of current instructional techniques etc., and a description of technology used in classes taught (including any development and implementation of on-line, hybrid, and computer-assisted courses).
  - d. Documentation of effective use of instructional and assessment methodologies.
  - e. Documentation of grade distribution in all courses taught since last promotion – Summary of efforts to improve student success. Faculty shall submit the grade distributions for all assigned courses for the years under review and identify potential improvement areas. In the promotion portfolio, faculty will respond to distributions and outline actions taken where distributions appear skewed too high or low.
  - f. Dean Evaluation of Teaching – Summary of the dean evaluation results in categories relative to teaching for the past three years with a description of specific efforts for any areas of improvements cited. Effectiveness of the corrective actions should also be addressed.
  - g. Classroom Observation – Summary of the peer, mentor, and/or dean observation results for the past three years with a description of strengths and weaknesses and what has been done to improve the weaknesses, OR
  - h. Peer Evaluation of Class Materials – Summary of the evaluations and changes implemented based on the results of the evaluations.
  - i. Honors or awards received for teaching – List awards received, date of award, association granting the award, and brief summary of description of criteria used to grant the award.

2. **Program/Curriculum Development and Maintenance** – Contributions to enhancement of curricula as demonstrated by involvement in development, evaluation, and improvement of curriculum, articulation, and efforts to increase overall effectiveness of instruction at the departmental, division, institutional, or system level.
- a. Departmental course review – Description of involvement in this project. Give summary of strengths and weaknesses identified and what specifically has been done to improve the course.
  - b. New course development and implementation – List the course, state the method used to determine need for the course, describe involvement in the course development, and how the course may be modified based on evaluation of implementation.
  - c. New program development – Give a summary of involvement in this project.
  - d. Departmental program review or accreditation – Description of involvement in this project.
  - e. Development and/or improvement of alternative delivery modes – Describe the mode, purpose, time involved, and how this will enhance instruction at Columbia State.
  - f. Developing course departmental syllabi, course competencies, and guides for part-time or new faculty – Detailed description of involvement over the last three years.
  - g. Departmental Student Learning Outcomes Assessment – Description of involvement in this project.
  - h. Developing accessible course materials – Description of involvement in this project.

#### **B. Service/Outreach**

Criteria for evaluation should address performance in relation to assigned and budgeted duties; effectiveness, as judged by impact on the Institution, individuals, groups, or organizations served, including documentation of the success of internal and external service; indications of satisfaction with the service provided by the applicant, and of the magnitude and complexity of his or her work (as opposed to perfunctory activity that does not lead to useful and effective results).

1. **Service to Students** – Performance in the advisement and mentoring of students as demonstrated by involvement in advising, student assistance, and/or involvement in student extracurricular or class-related activities. For any of the activities documented, classify the scope of involvement at the departmental, division or institutional level.

- a. Advising – Summary of activities for the past three years. Include summary of level of advising expertise, list of curricular areas that you are competent to advise, and the scope of advising within the Columbia State service area.
- b. Summary of involvement with institutional initiatives relative to academic/career advising.
- c. Orientation – Summary of participation in orienting students.
- d. Recruitment – Summary of activities for the last three years.
- e. Innovative methods in working with students outside the classroom – Give summary of method including definition of method, type of activity, and documented results.
- f. Club sponsorship – Summary of activities for the past three years. Report on typical number of meetings per year, average number of students in club, breadth of membership to include the extended campuses, local/state/national activities or projects.
- g. Extracurricular activities such as theatrical productions, concerts, service projects, etc. – Summary of activities for the past three years and total number of hours spent on these activities.
- h. Credit related student activities outside of normal classroom environment (e.g., cooperative education, independent study, credit by exam, evaluation of experiential learning activities, study abroad etc.).
- i. Honors or awards related to student activities – List awards received since last promotion or employment date. For each award, list the following: date of award, association granting the award, and brief summary of description of criteria used to grant the award.

## **2. College, Professional and Community Service**

College Service Non-teaching contributions at the department, division and institutional levels:

### Departmental

- a. Discipline/program coordination
- b. Mentoring part-time or new faculty
- c. Facilitator of Workplace Experiences for Students

- d. Department/program committees (include specific role, time committed, and describe actual work completed for the committee.)
- e. Articulation Initiatives – Summary of activities for the past three years listing efforts with universities, technology centers, and/or high schools and level of involvement in these initiatives and the outcomes of efforts.

Divisional

- a. Committees
- b. Extracurricular division activities (e.g., career day, orientation assignments, etc.)
- c. Business/Industry Contacts – Summary of activities for the past three years.
- d. Grant writing – Description of involvement in this project and the outcome.

College-wide

- a. Standing Committees (include specific role, time committed, and describe actual work completed for the committee)
- b. Ad hoc Committees (include specific role, time committed, and describe actual work completed for the committee)
- c. Administrative responsibilities
- d. Faculty Senate
- e. Special projects (e.g., High School Competitions, fund raising, etc.)
- f. Service as mentor for new faculty advisors
- g. Workshops conducted to contribute to the professional development of the Institution's faculty – List activity, dates, number of hours, extent of participation, and scope of faculty served.
- h. College delegate to system-wide meeting

3. **Public service to the community and professional organizations (as defined by the College's role and mission and professional service within the bounds of the applicant's academic discipline and budgeted assignment):**
  - a. Participation in projects specific to discipline.
  - b. Public service activities for community and state.
  - c. Organization and presentation of workshops and debates.
  - d. Judge in academic discipline activity (e.g., science fair, debate, etc.)
  - e. Serve as Academic Auditor/site accreditor for other State of Tennessee public institutions.
  - f. Contributions to professional organizations.
  - g. Public service consultation.
  - h. Honors or awards received for contribution to academic discipline – For each award received, list the following: date of award, association granting the award, and brief summary of description of criteria used to grant the award.

**C. Scholarship/Creative Activities/Research**

1. Performances, compositions, and other artistic creations that are evaluated by written reviews and by qualified peers, either in person or aided by other forms of reports, or both.
2. Instructional and Assessment Methods Improvements – Description of efforts to implement cutting-edge teaching approaches, such as instructional technologies and learning theories, etc.
  - a. Summary of experimentation in new teaching methods including description of method, application in course, documented results on effectiveness, and summary of how the findings were shared with other faculty.
  - b. Description of innovative use or implementation of new instructional technologies, including description of method, application in course, documented results on effectiveness, and summary of how the findings were shared with other faculty.
3. Professional or scholarly papers presented at international, national, or regional/state meetings.
4. Publication of research or scholarly works such as books, journal articles, and other scholarly papers.

5. Other contributions to academic discipline.
6. Scholarly pursuits in support of the discipline or the teaching profession, including:
  - a. Additional graduate courses – List course descriptions and total the semester credit hours earned.
  - b. Additional degrees – List degree, major, institution, and date completed.
  - c. Additional certifications – List certification, agency that granted certification, and time span of certification.
  - d. Workshops/seminars attended related to job performance. List name of each activity, date and hours attended. (Hours must be totaled for each of the past three years.)
  - e. Conferences – List activity, location, dates, and extent of participation.
  - f. Internships – Summarize the activity, location, dates, total number of hours, and how this activity will enhance classroom teaching.
  - g. Job-related experience – Summarize the activity, location, dates, total number of hours, and how this activity will enhance your classroom teaching.
  - h. Self-improvement program – Describe the program: purpose, method, time involved, results, effectiveness in implementation, and use in the classroom.
  - i. Scholarly research related to discipline – Describe in detail.
  - j. Describe how you have enhanced mastery of your subject matter to help you stay current in discipline and improve effectiveness as a faculty member.

**D. Collegiality and Contribution to Goals** – Summary of the division dean evaluation results for the past three years with a description of strengths and weaknesses and what has been done to improve the weaknesses, with specific information related to the effectiveness of the actions for improvement. Copies of division dean evaluations must be included for review. Summarize contributions to support the mission and goals of the College.

## **V. Appeals**

- A.** A faculty member wishing to appeal the president’s recommendation relative to his or her promotion request must do so in writing by the fourth Wednesday in March. The applicant must state the basis for the appeal and provide evidence that the appeal is justified in writing at the time of the appeal. Appeals may be based only on improper evaluation or unfair and biased evaluation of application.

1. Improper evaluation shall mean that the decision made was based upon inadequate consideration of materials provided in the portfolio or from determination of inaccurate information provided in the portfolio
2. Unfair and biased evaluation shall mean that the decision was based upon factors other than the promotion criteria as stated in this policy.

#### **B. Review of Appeals**

1. The president will appoint a four-person committee to consider the appeal. Committee membership will consist of one administrator, the president of the Faculty Senate, and one at-large faculty member with the affirmative action officer serving as an ex-officio member.
2. The committee will review the appeal request and all promotion recommendations to see if the decision was reached in accordance with [Columbia State Policy 05:12:00](#).
3. The committee will submit a report of its findings on Form D (Review of Promotion Appeal) to the president within five working days after the committee reviews the appeal.

After receiving the report from the committee, the president will determine whether or not to rescind or uphold the original recommendation and notify the faculty member of the final decision.

#### **VI. Records Retention and Disposition**

Once the review process is complete and TBR approves the promotion decision, each assembled portfolio goes to the division Dean to return to its faculty owner. Documents related to the review process are maintained in the Academic Affairs office. The Human Resources office receives a letter of notification when the promotion is official in approval from TBR; this official letter becomes part of the faculty member's personnel file.

- VII. No employee, even if permitted through [TBR Policy 7:01:00:00](#), is permitted to carry a handgun to any scheduled meeting related to promotion and/or tenure.**